

Ecclesiastical Insurance Office plc's Gender Pay Gap Report 2018

At Ecclesiastical we value diversity and are passionate about making Ecclesiastical a place where people can be themselves and do their best work, a place where we are all able to succeed no matter what background we come from. We recognise that through our diversity we each bring different perspectives, skills, experiences and approaches, and that this in turn enhances our business performance.

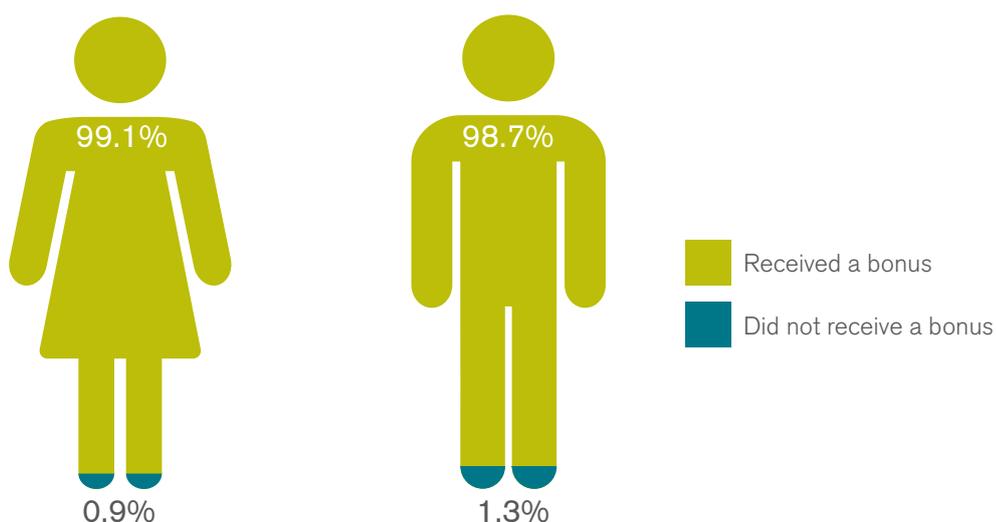
Fairness and equality are important principles that underpin our working practices and we believe that diversity should run through everything we do every day. But there are always opportunities for us to improve. As such we welcome gender pay reporting and the opportunity it brings to challenge ourselves and to accelerate the pace of change.

Pay and bonus gap

The table below shows Ecclesiastical's median and mean gender pay gap for fixed pay as at the snapshot date of 5 April 2018. It also shows the median and mean gender pay gap for bonuses paid to men and women in the year up to 5 April 2018, in relation to the 2017 performance year.

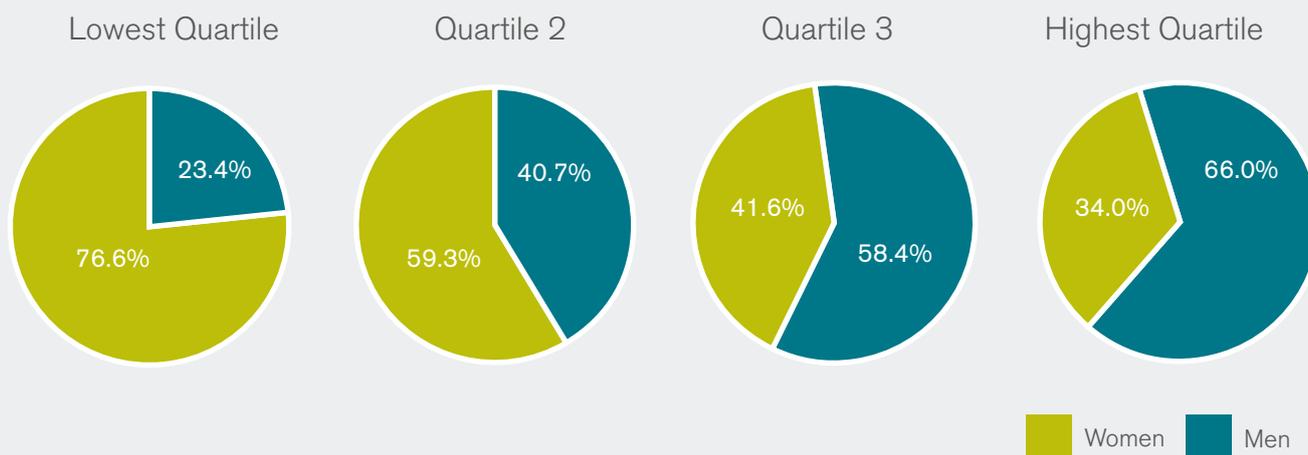
	Difference between men and women	
	Median	Mean
Fixed pay gap	23.5%	30.6%
Bonus pay gap	36.5%	55.8%

Proportion of men and women receiving a bonus



This shows a -0.4% difference between the number of men and women who received a bonus

Proportion of men and women in each pay quartile



As in 2017, the main drivers of our gender pay gap are the higher proportion of our senior roles that are done by men and conversely the higher proportion of our more junior roles that are done by women. We are pleased to see that the actions we are taking have resulted in a higher proportion of women filling roles in the highest pay quartile in 2018 (34.0%) compared to 2017 (31.2%). This has contributed to our median gender pay gap reducing to 23.5% from 25.0% over the same period.

We recognise however that the high proportion of women in our more junior roles (76.6%) has been a significant factor driving up our gender pay gap, contributing around 10% to the overall figure. We remain committed to moving toward balanced representation of men and women at all levels of our business.

Our analysis of the gender pay gap broken down by pay quartile shows that the gender pay gap within each quartile is much lower than for the population as a whole, confirming that the main driver of our gender pay gap is the distribution of men and women across the different levels of roles within our business.

Our bonus pay gap is higher than our gender pay gap. A number of factors drive this. The higher proportion of men in our senior roles is a key driver of our bonus pay gap, as it is for our gender pay gap. Our bonus gap reflects the fact that our senior roles (which have more men than women filling them) have larger overall bonus opportunity than more junior roles.

A second factor is the take up of part time working opportunities by men and women. We are proud of the flexible working opportunities we offer to men and women from entry to Executive team roles. We recognise that flexible working is important in enabling people to balance their work and other commitments. Whilst many men at all levels are taking up the opportunity to work flexibly, the majority of part time opportunities are taken up by women. Employees who work reduced hours receive pro-rated bonuses reflecting the hours they work, however the bonus pay gap calculation does not currently reflect that bonuses may be reduced for people who work part time.

Whilst we are pleased to see our gender pay gap falling in comparison to 2017 as a higher proportion of our more senior roles are filled by women, we recognise that there is much still to do. Fairness remains at the heart of our pay policies and we continue to review and challenge the gender impact of our performance, pay and bonus decisions to ensure they are fair. We continue to take action to create a better gender balance at all levels of our organisation. Achieving our target as a Women in Finance Charter member to have women make up at least 30% of our senior management by 2020 is a key part of this. The actions we are taking to achieve our goal are set out in more detail [here](#).

We confirm that the data reported is accurate.

Denise Cockrem
Group Chief Financial Officer
Executive Sponsor - Diversity

Caroline Taplin
Group HR Director

